



1. General Information

Course Subject	MGMT
Course Number	3403
Course Title	Leadership
Academic Years	2023-2024
Grading Method	Letter

2. Instructors

Professor Zhang, Yiwen
Office: Room 716 /F K.K. Leung Building
Email: zhangyiwen@hku.hk
Office: 39171615
Subclasses: 1A, 1B

4. Course Description

Course Description	<p>Each of us is a leader, be it of a business, community, family, or some other group. And each of us aims to be a great leader. To achieve this, we need to understand (at least) two things: (1) our own perceptual and behavioral patterns and (2) other people's perceptual and behavioral patterns and how we affect their behaviors.</p> <p>The main goal of this course is to understand these two things. First, we will form a better appreciation of ourselves and our leadership skills. We will then learn how to hone these skills and adjust to others' needs and behavioral tendencies to lead them more effectively.</p> <p>Based on these two themes, this course consists of two parts. In the first half of quarter, you will learn about YOU. For example, each of you will individually diagnose your leadership character and behavioral tendencies in detail using a well-established personal assessment test. Afterward, you will learn how to develop interpersonal skills that build off of your individual characteristics so that each of you can interact with others more effectively. In the second half of the quarter, you will learn about OTHER PEOPLE, in particular those you lead. For instance, you will understand under what circumstances your team members can be motivated/demotivated and how/why your team members form status hierarchies within a team, using theories, data, and group exercises. Based on these, you will learn strategies about how to motivate others and how to establish better status hierarchies in work groups.</p>
--------------------	--

5. Course Objectives

1. The scope of this course widens as the quarter progresses. We start with focusing on how to understand yourself and how to develop your leadership skills such as decision-making and negotiation. Then, we focus on how to understand your team members' behaviors such as how they establish hierarchies, cultures, coalitions, and networks. Ultimately, we address to how to lead your team members effectively.

6. Faculty Learning Goals

Goal 1: Acquisition and internalization of knowledge of the programme discipline

6. Faculty Learning Goals
Goal 2: Application and integration of knowledge
Goal 3: Inculcating professionalism
Goal 4: Developing global outlook
Goal 5: Mastering communication skills
Goal 6: Cultivating leadership

7. Course Learning Outcomes						
Course Teaching and Learning Activities	Aligned Faculty Learning Goals					
	1	2	3	4	5	6
CLO1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.	✓		✓			✓
CLO2. Understand the major internal features of a business system and the environment in which it operates.	✓	✓		✓		
CLO3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.	✓	✓				
CLO4. Conduct topic and case analysis to apply theoretical concepts.		✓	✓		✓	✓
CLO5. Prepare and present structured presentations and reports.					✓	

8. Course Teaching and Learning Activities		
Course Teaching and Learning Activities #	Expected Study Hours	Study Load (% of study)
T&L1. Lectures Interactive lectures on major leadership concepts and theories with PowerPoint slides are conducted.	30	20
T&L2. In-Class Activities Students are expected to actively participate in class activities such as case discussions and simulations.	15	10
T&L3. Mid-Term Exam A test with multiple choice questions will be conducted in the middle of the term.	30	20
T&L4. Final Group Project Students are divided into groups and are required to meet outside the class, undertake a final group project, deliver an oral presentation, and submit a group paper.	45	30
T&L5. Final Exam A test with multiple-choice questions will be conducted at the end of the term.	30	20
	Total: 150	Total: 100

9. Assessment Methods

Assessment Methods	Description	Weight %	Aligned Course Learning Outcomes
A1. Individual Attendance and Participation	Attendance will be taken for the lectures, case discussions, in-class simulations, and group presentations. Discussion and sharing in class will be considered in assigning points for individual participation.	20%	1,2,3,4
A2. Mid-Term Exam	The mid-term test will be closed-book and consists of multiple choice questions only. Students should choose one best answer for each question and mark the chosen answer clearly on the answer sheet provided. Each correct answer will be awarded one point. Each incorrect or missing answer will be marked as zero point.	25%	1,2,3,4
A3. Final Group Project	Students are divided into groups and are required to conduct a leadership-related project. Each group are expected to prepare and deliver a 20-minute presentation and submit a group report.	30%	1,2,3,4,5
A4. Final Exam	The final test will be closed-book and consists of multiple choice questions only. Students should choose one best answer for each question and mark the chosen answer clearly on the answer sheet provided. Each correct answer will be awarded one point. Each incorrect or missing answer will be marked as zero point.	25%	1,2,3,4

Assessment Rubrics

A1. Individual Attendance and Participation	Attendance will be taken for the lectures, case discussions, in-class simulations, and group presentations. Discussion and sharing in class will be considered in assigning points for individual participation.
A+,A,A-	Extremely well prepared for class discussion, active in sharing views, and attend at least 90% of classes
B+,B,B-	Partially prepared for class discussion, quite active in sharing views, and attend at least 80% of classes
C+,C,C-	Not well prepared for class discussion, only occasionally sharing views, and attend at least 70% of classes
D+,D	Not well prepared for class discussion, no sharing of views, and attend at least 60% of classes
F	Never prepared for class discussion, no sharing of views, and attend less than 50% of classes
A2. Mid-Term Exam	The test will be used to assess students' (a) understanding of key leadership concepts, theories, and principles, and (b) application of the learned knowledge and theories covered in the first half of the term.
A+,A,A-	90-100% of the responses are accurately and clearly marked.
B+,B,B-	80-89% of the responses are accurately and clearly marked.
C+,C,C-	70-79% of the responses are accurately and clearly marked.
D+,D	60-69% of the responses are accurately and clearly marked.
F	Less than 60% of the responses are accurately and clearly marked.

Assessment Rubrics	
A3. Final Group Project	The group presentation will be evaluated based on five criteria (i.e., presentation style, content coverage, articulation on critical issues, use of concepts discussed in class, quality of interaction). In determining the grade, input from the audiences' evaluations and their questions will be considered.
A+,A,A-	Professional presentation style, comprehensive content coverage, well-articulated on critical issues, effective use of management concepts, and quality interaction with audience.
B+,B,B-	Decent presentation style, appropriate content coverage, clear discussion of critical issues, moderately effective use of management concepts, and acceptable interaction with audience.
C+,C,C-	Mediocre presentation style, limited content coverage, marginally acceptable discussion of critical issues, infrequent use of management concepts, and limited interaction with audience.
D+,D	Weak presentation style, key content omitted, unclear focus on critical issues, very limited use of management concepts, and poor interaction with audience.
F	Unacceptable presentation style, questionable content coverage, omitting critical issues, zero use of management concepts, and no interaction with audience.
A4. Final Exam	The test will be used to assess students' (a) understanding of key leadership concepts, theories, and principles, and (b) application of the learned knowledge and theories covered in the second half of the term.
A+,A,A-	90-100% of the responses are accurately and clearly marked.
B+,B,B-	80-89% of the responses are accurately and clearly marked.
C+,C,C-	70-79% of the responses are accurately and clearly marked.
D+,D	60-69% of the responses are accurately and clearly marked.
F	Less than 60% of the responses are accurately and clearly marked.

10. Course Grade Descriptors	
A+,A,A-	<p>A1 - Individual Attendance and Participation Extremely well prepared for class discussion, active in sharing views, and attend at least 90% of classes</p> <p>A2 - Mid-Term Exam 90-100% of the responses are accurately and clearly marked.</p> <p>A3 - Final Group Project Professional presentation style, comprehensive content coverage, well-articulated on critical issues, effective use of management concepts, and quality interaction with audience.</p> <p>A4 - Final Exam 90-100% of the responses are accurately and clearly marked.</p>
B+,B,B-	<p>A1 - Individual Attendance and Participation Partially prepared for class discussion, quite active in sharing views, and attend at least 80% of classes</p> <p>A2 - Mid-Term Exam 80-89% of the responses are accurately and clearly marked.</p> <p>A3 - Final Group Project Decent presentation style, appropriate content coverage, clear discussion of critical issues, moderately effective use of management concepts, and acceptable interaction with</p>

10. Course Grade Descriptors	
	<p>audience.</p> <p>A4 - Final Exam 80-89% of the responses are accurately and clearly marked.</p>
C+,C,C-	<p>A1 - Individual Attendance and Participation Not well prepared for class discussion, only occasionally sharing views, and attend at least 70% of classes</p> <p>A2 - Mid-Term Exam 70-79% of the responses are accurately and clearly marked.</p> <p>A3 - Final Group Project Mediocre presentation style, limited content coverage, marginally acceptable discussion of critical issues, infrequent use of management concepts, and limited interaction with audience.</p> <p>A4 - Final Exam 70-79% of the responses are accurately and clearly marked.</p>
D+,D	<p>A1 - Individual Attendance and Participation Not well prepared for class discussion, no sharing of views, and attend at least 60% of classes</p> <p>A2 - Mid-Term Exam 60-69% of the responses are accurately and clearly marked.</p> <p>A3 - Final Group Project Weak presentation style, key content omitted, unclear focus on critical issues, very limited use of management concepts, and poor interaction with audience.</p> <p>A4 - Final Exam 60-69% of the responses are accurately and clearly marked.</p>
F	<p>A1 - Individual Attendance and Participation Never prepared for class discussion, no sharing of views, and attend less than 50% of classes</p> <p>A2 - Mid-Term Exam Less than 60% of the responses are accurately and clearly marked.</p> <p>A3 - Final Group Project Unacceptable presentation style, questionable content coverage, omitting critical issues, zero use of management concepts, and no interaction with audience.</p> <p>A4 - Final Exam Less than 60% of the responses are accurately and clearly marked.</p>

11. Course Content and Tentative Teaching Schedule				
Topic/ Session	Date	Content	Readings	Assignments
1	2023-09-04	Introduction	Ch.1	
2	2023-09-07	Leader Emergence and Effectiveness	Ch.1	
3	2023-09-11	The Trait Approach I	Ch.2	
4	2023-09-14	The Trait Approach II	Ch.3	
5	2023-09-18	The Behavioural	Ch.4	

11. Course Content and Tentative Teaching Schedule				
		Approach I		
6	2023-09-21	The Behavioural Approach II	Ch.8	
7	2023-09-25	The Relational Approach I	Ch.7	
8	2023-09-28	The Relational Approach II		
9	2023-10-02	NO CLASS - National Day		
10	2023-10-05	Mid-Term Test		
11	2023-10-09	The Contingency Approach I	Ch.5	
12	2023-10-12	The Contingency Approach II	Ch.6	
13	2023-10-16	NO CLASS - Reading Week		
14	2023-10-19	NO CLASS - Reading Week		
15	2023-10-23	NO CLASS - Double Ninth Festival		
16	2023-10-19	Case 1 Discussion		
17	2023-10-30	Leading High-Performance Teams I	Ch.16	
18	2023-11-02	Leading High-Performance Teams II	Ch.16	
19	2023-11-06	Leading Culture and Leading Across Culture		
20	2023-11-09	Case 2 Discussion		
21	2023-11-13	Leading Change in Organizations		
22	2023-11-16	Leading Change in Organizations II		
23	2023-11-20	Change Management Simulation		
24	2023-11-23	Final Test		
25	2023-11-27	Group Presentations		Group Paper Due
26	2023-11-30	Group Presentations		

12. Required/Recommended Readings & Online Materials	
Textbook	Peter G. Northhouse. <i>Leadership: Theory & Practice</i> (9th Edition). Sage.

13. Means / Processes for Student feedback on Course

✓	Conducting mid-term survey in additional to SETL around the end of the semester
	Online response via Moodle site
	Others

14. Course Policy

The University Regulations on academic dishonesty will be strictly enforced! Academic dishonesty includes, but is not necessarily limited to, plagiarism, paraphrasing of someone else's ideas, unauthorized collaboration on out-of-class projects, cheating on in-class exams, and unauthorized advance access to an exam.

Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>. Please also be familiar with the HKU regulations and policies on attendance, absence, examination, and copyright (e.g., HKU Undergraduate Student Handbook).